

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Engraph Leigh Press

Puerto Rico Manufacturing Extension Inc

#### Leigh Press Puerto Rico begins Lean Journey with Lean and Clean

##### Client Profile:

Engraph Leigh Press, located in Juncos, Puerto Rico, began operations in 1986. The company manufactures inserts and labels for the healthcare, food and general consumer sectors. Production is consumed locally and is also exported to Latin America and Europe. Leigh currently employs 140 people.

##### Situation:

Leigh's management had given away profit margins in exchange for volume. They understood they had to identify means to be more effective in recovering the necessary profit margin. As they were reviewing the strategy to get their margins back, OEM's from the healthcare sector extended an invitation to participate in the Green Supply Network (GSN) program sponsored by the Environmental Protection Agency through the Puerto Rico Manufacturing Extension Inc. (PRiMEX), a NIST MEP network affiliate. The initiative, known as 'Lean and Clean,' is built on Lean Enterprise methodology as the means to address wastes minimization for both operational and environmental issues.

##### Solution:

PRiMEX visited Leigh and informed management of Lean opportunities. The company decided to participate in the initiative. The exercise began with the completion of a competitive review questionnaire. Using this data, a transformation planner was prepared to measure the relative level of performance with others within the same industry sector ( Benchmarking process). The results provided for a series of opportunities ranging from on-time delivery to energy utilization. The second phase of the Lean-Clean project followed with a Value Stream Mapping activity. This included training and development of current and future value stream maps. Opportunities were expressed in terms of potential operational savings, allowing for increased profit margins with an action plan to address them. This was shared with operators for suggestions and support. The next step considered Process Mapping for opportunities to optimize resources utilization and reduce the generation of environmental wastes.

Leigh management reviewed the opportunities and measured the potential impact and savings. Leigh is still choosing among alternatives, and savings will depend upon final selection and implementation. Leigh's President and General Manager shared the initial event findings with other potential participants in an event sponsored by PRiMEX, the EPA and OEM's. The presentation was conducted as a promotion for the program, with close to 100 attendees at the event. Management is deploying the concepts learned to pursue further operational improvement. They are also submitting the project for special recognition in a program sponsored by the local Manufacturers' Association.

##### Results:

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- \* Improved material handling practices - \$27,000.
- \* Maximized material utilization - \$53,000.
- \* Reduced waste generation - \$47,000.
- \* Improvement opportunities - \$200,000.

### Testimonial:

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